

A

Collection of

Municipal Best Practices

Identified in the Local Government Budget Review's Municipal Reports

An important part of the Local Government Budget Review reports were the Best Practices section. During the course of every review, each review team identified procedures, programs and practices what were noteworthy and deserving of recognition. Best practices are presented to encourage their replication in municipalities and communities throughout the state.

This report contains best practice sections from 50 of the Local Government Budget Review's Municipal reviews. It is designed as a reference tool that the reader may identify exceptional programs through out the State of New Jersey offer. Readers are encouraged to read the full report available at www.state.nj.us/treasury/lgbr.

ASBURY PARK

Fire Personnel Manual and Standard Operating Guidelines

The division's Personnel Manual and Standard Operating Guidelines are exemplary and together can be considered models for management for fire service agencies.

Fire Safety Education

The Asbury Park Fire Division administers a series of fire prevention and education programs covering a range of ages from pre-school children to senior citizens. Although virtually impossible to quantify, proactive initiatives such as these (along with an ambitious inspection program) most certainly contribute to fire safety and insurance cost reduction in the city.

Decentralized Community Policing

The Asbury Park Police Division maintains a decentralized community policing strategy in which shift commanders, platoon supervisors, and police officers determine specific target areas for patrol emphasis during their respective tours of duty. There is no headquarters-based community-policing unit, nor should there be. Instead, community policing is an agency-wide philosophy that promotes proactive, quality of life problem-solving initiatives within each patrol sector in an effort to match the safety and security needs of the neighborhoods with the resources and capabilities of the division.

Resource Allocation

The Asbury Park Police Division assigns fewer than 10% of its sworn workforce to headquarters-based administrative staff functions. This practice enables the division to assign 90-plus percent of its members to street level, basic police operations, and the organization's core responsibility. It is from this essential component that the majority of police-citizen contacts occur and public expectations about the role of the police in society are realized.

State Inmate Work Program

For the past several years, the city has had the good fortune to be a participant in the State Inmate Work Program. This year, the city obtained the services of 10 inmates, for a one-month period. The inmates painted the 5th Avenue Pavilion and the dressing rooms at conversion hall. In addition, they cleaned up the transportation center next to city hall and participated in the cleanup after the Greekfest. This effort represents roughly 1,600 person-hours or approximately \$32,000 in salaries and benefits.

Health Insurance Opt-Out Program

The team commends the city for establishing a health insurance opt-out policy for its employees. The opt-out policy enables employees who show proof of health coverage through a spouse to decline the city's health benefits and share in the economic benefit to the city. The employee receives half of what the city saves by not having to insure the employee. The city currently has nine employees who take advantage of this program. As a result, the city is saving \$31,817 annually.

BARRINGTON

Council Caucus Meetings

The council meets twice a month, once for a general meeting and once for the caucus meeting, or the work session. Each council member gives a detailed status report for their related departments and the council discusses key issues affecting each department. Also, throughout the month, the clerk maintains a file of issues and items that require council input or action. These issues and items are presented to the council at the caucus meetings in the form of the monthly clerk's report which, generally, serves as the agenda for the caucus meeting. Caucus discussions of these issues and items result in the segregation of these topics into actionable items requiring resolution, or, topics requiring no formal action that are reduced to minutes for the next caucus meeting.

The team found the caucus meeting extremely productive in that each department report was very detailed and included key information relating to obtaining of goals. The council used the forum to discuss the progress and issues at length and build a consensus on policies. The caucus forum also allowed all council members to participate in decisions relating to policy development and implementation for all municipal functions and to see how the departments interact.

Construction Code Enforcement Interlocal Service Agreement

The borough is one of three municipalities currently participating in an interlocal service agreement for the delivery of uniform construction code enforcement services. To ensure that all participants have equal representation in any decisions affecting the delivery of the service, there is a committee, with one representative from each municipality. Each municipality has equal vote and all decisions must be unanimous. The borough clerk represents the borough on the committee. The lead agency, which is a neighboring borough, hires the officials/inspectors recommended by the committee and that borough is responsible for providing those employees with salary and benefits. The participating municipalities reimburse the lead agency for costs directly related to having the staff as employees of that municipality. The reimbursement amount is calculated utilizing a formula that distributes those costs among the three municipalities, predominantly based on the corresponding workload. The team found the method by which construction code enforcement services is provided is an excellent example of how municipalities can cooperatively share services, thereby, reducing the cost to the taxpayers.

Economic Development Consultant

The borough retains a consulting firm to serve as its economic development coordinator. The terms of the agreement establish that the consultant's fees (\$1,000 per month) are contingent upon the consultant successfully obtaining grant funds for the borough. It was apparent to the team that the governing body and borough staff were pleased with the results of the agreement and that the borough had successfully identified a cost-effective, viable alternative to hiring staff to perform a function which requires a particular specialization. By retaining the consultant, the borough has also maximized its exposure

to potential grant revenue sources to assist in meeting the council's goal of enhancing the business district.

Municipal Shared Services Coalition of Camden County

The borough is a member of the Municipal Shared Services Coalition of Camden County (MSSCC). The MSSCC is a strategic alliance of six contiguous municipal governments in Camden County, geared toward cutting costs and improving efficiency through intergovernmental cooperation. The coalition, which was created in 1994, reported that by 1997 the results of their efforts had saved \$144,000 per year among the participating municipalities. Some of the successful efforts included the shared service for construction code enforcement, cooperative purchasing, an energy conservation/savings program, a joint computer maintenance agreement and bulk purchase of gasoline. Governor Whitman gave the coalition a *Government 2000 Award*.

Controlling Longevity Entitlements

Longevity is an annual increase to an employee's salary based on length of service and not quality or quantity of work. The borough successfully negotiated to eliminate longevity for employees covered under the AFSCME contract and hired after January 1, 1996. Similarly, the borough was successful in extending the number of service years before police personnel are eligible for a longevity payment. Elimination of longevity is often a recommendation by LGBR because it is an entitlement insuring an annual increase in salary regardless of the work product and is redundant to annual raises, also provided by negotiated agreements.

Combined Planning and Zoning Board

In 1997, Barrington combined the planning and zoning boards, recognizing there was not sufficient workflow to warrant having separate boards and associated expenses. Combining of these boards, as permitted by statute, is often a recommendation by LGBR in municipalities where it is the team's observation that there is not sufficient workload for either board to justify separate, redundant expenses, including staff, engineering and legal costs. It was reported to the team that the borough enjoyed a reduction in expenses as a result of the consolidation.

Bayonne City

Quality of Life

A few years ago, the city created a quality of life office designed to be the "central complaint" office for the residents of Bayonne. This office takes complaints that a resident has and will then facilitate a response with whatever department of city government is needed to remedy the situation. In order to make things easier for the residents the city set up a hotline to which complaints can be phoned in. We support the current staffing of one person who takes all of the complaints, facilitates the remedy, and then follows up with the resident. The team commends the city for creating this position to improve responsiveness to complaints from residents, and for the productivity of the quality of life officer.

Bureau of Criminal Identification Training

The department has trained 46 officers and detectives as criminal identification officers. The patrol division has over 30 of these officers assigned to it. The detectives of the Record/Identification unit have handled most of the training. These officers provide initial crime scene processing for routine incidents where the county crime scene unit would not normally respond. The advantages include the savings in overtime, typically expended by calling out an identification detective to process a crime scene, or having to staff the identification bureau around the clock. This training gives the patrol officers a better understanding of the importance of crime scene work. It also gives them a sense of ownership and continuity of a crime, and a better chance of clearing the case than if the department had to ration the crime identification services due to a shortage of personnel or funds.

The bureau is commended for both identifying and implementing a cost savings measure and increasing productivity of the line staff.

Confined Space Rescue Trailer/Mobil Decontamination Unit Trailer

The fire department has been very successful in minimizing the amounts of tax dollars spent on equipment needs by soliciting donated equipment and business donations, and providing the necessary labor in-house. An excellent example of this is the acquisition and maintenance of the trailers at substantial savings to the taxpayers. We commend the fire department for their cost savings initiatives.

Energy

In an effort to evaluate cost savings and address environmental concerns, the city solicited an investment grade audit of its utility accounts in November, 1998. As a result, an Energy Service Company (ESCO) contract was executed for a “self-financed” capital improvement project(s) for the municipal building and library. A “self-financed” project allows the municipality to fund the cost of improvements with annual energy savings and a subsidy from the utility company (PSE&G Standard Offer payments). Under the terms of the city agreement, the cost to pay for improvements, fees and annual maintenance and service contracts is estimated at approximately \$134,000 annually. Savings are estimated at approximately \$188,000 annually, for a net cost savings of approximately \$54,000 per year. **The city is commended for taking a proactive approach to improving environmental quality, meeting EPA standards, and lowering utility and operating expenses resulting in lower costs for the city taxpayer.**

BEARNARDSVILLE

The Borough of Bernardsville has numerous best practices that other boroughs should consider adopting. These are as follows:

- The borough’s volunteer fire department purchases its own fire trucks, as opposed to using taxpayer dollars, saving the borough hundreds of thousands of dollars. The department sponsors numerous fund raising events for these purchases.

- Almost all of Bernardsville's DPW workers are either volunteer fire or EMS people. This provides critical staffing during daylight hours.
- In Bernardsville's geographic area there are many, very qualified employees who provide a pool of part-time workers. This pool is made up of spouses of individuals who work in the area or in New York City. Both the borough and the library employ many of these people. They offer excellent skills, at lower costs, because they often do not require health or pension benefits, generating savings of 25% of salary costs.
- The borough has an officially designated "flex pool." This pool of employees shares the clerical work from all departments. Overflow work from one department is quickly shared with clerical support from other departments. The team observed this work distribution on numerous occasions and was impressed with the efficiency and teamwork shown by the employees.
- The borough keeps the recycling operation open on Saturdays from 9:00 a.m. to 2:30 p.m. This encourages citizens to recycle landscaping products including leaves, grass clippings, foliage, as well as other items like building materials. This service cost the borough about \$15,000 annually but this cost can be reduced by almost 25%, as noted in the department of public works section of this report.
- The borough and the library have worked together to gain major financial and non-financial support from the community. The "Bernardsville Friends of the Library Association" raised \$1.5 million to build the new library and contributed \$.4 million for interior furnishings. In addition, a volunteer garden club does the gardening and landscaping of the library grounds. The borough's and the community's commitment to the library has created a major resource for the community. For example, the library's Historical Room contains numerous invaluable documents on Bernardsville history. The library is one of the best in both the state and the country; ranked 6th out of 1,500 similar sized libraries in the country by the prestigious Hennen Library List.
- Instead of building a senior citizens center, the seniors use a church basement paying only utility costs, which are funded through a private endowment.

BLOOFIELD

Departmental Re-organizations

Ongoing efforts are being made in several departments to downgrade inflated job titles and eliminate unnecessary middle management. In 1994, an Administrative Secretary and a Senior Maintenance Worker in the Recreation Department were replaced with a Clerk Typist and a Laborer. This action resulted in a \$39,000 savings in salary and benefits, with no reduction in productivity.

In the Finance Department, the Township consolidated the two separate titles of Chief Accountant and Treasurer into one - Comptroller. The Township is in the process of combining the job functions of "Parking Meter Repairer" and "Parking Violations Officer" into one dual title. This will reduce personnel costs as the parking meter

maintenance person would then be able to collect money from the meters, as well as ticket any violators. Further staff reductions have resulted in eight fewer employees over the past nine years.

The staffing level in the library has decreased by approximately 21 positions in the last ten years, with only minimal effect on the quality of programs and services.

Recreation Programs for the Special Needs Community

There is strong support on the part of the Recreation Department for Bloomfield's "special needs community." The municipality is the recipient of a State grant from the Department of Community Affairs entitled "Recreation Opportunities for Individuals with Disabilities." Most of this money has been used to establish the Friday Night Canteen Program and the Summer Program.

Energy Efficiency

Bloomfield is in the process of improving its electrical energy efficiency. The cost of these improvements is being paid partly from PSE&G's "Standard Offering I Program" and partly from savings brought about by reduced energy usage. These improvements permanently reduce energy costs.

Volunteerism at the Library

The Bloomfield Public Library has an excellent Volunteer Program. In 1995, there were 75 participants who provided as many as 12,000 hours of service for the year. This is equivalent to the work of 6.6 full-time employees, or approximately \$105,739 worth of "in-kind" service.

Bloomfield Librarians' Group

The Librarians from the public library meet with Librarians or Media Center Personnel from the local public schools, parochial schools, Bloomfield College and the Curriculum Advisor for the Bloomfield School Board three times per year to exchange ideas and promote cooperation when and where it would be beneficial to Bloomfield residents and/or students.

"Sunday Opening" Donations for the Library

Local businesses are encouraged to "buy a Sunday" for \$350, which provides enough funding to finance staffing for a complete Sunday opening at no cost to the taxpayer.

Longevity Elimination

The Township is to be commended for having begun the process of eliminating longevity pay from most contracts for new hires and is encouraged to remove it from the police and fire contracts as well.

Crime Reduction Initiatives

The Police Department has initiated several noteworthy crime reduction initiatives during the last few years. There is now a dedicated unit for joint anti-crime activities and patrol with neighboring towns that are experiencing rising crime rates, which is intended to

concentrate a greater police presence in those areas. A Power Unit has also been established to patrol during peak hours to target areas in Bloomfield known to have higher incidences of crime. This unit provides greater surveillance of key areas and establishes expanded relations with community watch organizations in an effort to reduce crime.

BOUND BROOK

Senior Citizen Volunteerism

The borough uses senior citizens to provide the manpower necessary for certain services. Senior volunteers are used whenever there are bulk mailings for items such as newsletters and tax bills. Volunteers stuff and prepare all envelopes for these mailings, usually on eight different occasions during the year. Senior citizen volunteers are also used for the annual dog canvassing program.

Natural Gas Consortium

The borough also participates in a natural gas consortium with other municipalities and school boards in Middlesex and Somerset County. The consortium began in October, 1996. The Middlesex County Education Services Commission serves as the lead agency. The consortium has had an 11% cost saving to its members.

Sharing Resources

Bound Brook's clerk-administrator also serves as the tax collector in South Bound Brook and as the Certified Municipal Finance Officer (CMFO) in Manville. The relationship that the clerk-administrator has in these three municipalities has allowed for an informal sharing of resources. If Bound Brook needs a specialized piece of equipment which Manville has, the clerk-administrator is able borrow the needed equipment fairly easily.

Property Maintenance Automation

The borough has an automated system for property maintenance code enforcement. When an inspector finds a violation, the block and lot numbers and violation code are entered into the computer. A letter is automatically generated to the property owner stating the specific violation and is immediately placed in the mail. Owners are given a specific amount of time to address the violations before fines are imposed. If the violations are not addressed within specified time period, a summons is issued. Several municipalities have contacted the borough to emulate this system.

Police Vehicle Maintenance

The municipality contracts with Somerset County for all police vehicle maintenance including preventive maintenance. The municipality is charged \$28.88 per hour for labor plus parts. The labor rate for private commercial service stations in the area is approximately \$40-50 per hour.

BRADLEY BEACH

Community Identification Program

The borough has developed a community awareness and participation program which allows members of the community to be commemorated and/or memorialized on public facilities. For example, plaques for its park benches can be purchased for \$50. To date, approximately 200 benches have been dedicated. Similar initiatives have included plaques at bocce ball courts, fountains and at other public parks and properties.

Medical Insurance Coverage

Effective January 1, 1994, the borough revised its personnel policies to provide only single coverage of health and medical benefits for all new, non-PBA employees. The Borough has allowed all new non-PBA employees to selectively purchase at their own expense family coverage under the existing medical insurance policy if they so desire. New employees are required to pay for dental and prescription coverage in accordance with the contract with the United Food and Commercial Workers Union. This is a significant step and few concessions were made in the negotiations which established this policy. This policy should now be extended to all employees through aggressive negotiations with the PBA. The borough is to be commended for this step which is consistent with changes in private sector employment practices.

BRIDGETON

Library

The Bridgeton Free Public Library is to be commended for cooperative efforts with other libraries within Cumberland County and for its efforts to maintain the library as a popular reading library. The cooperative effort of the library staff has ensured that materials and programs are not duplicated between the county library and the city library. Also, the Bridgeton Public Library is a cooperative partner in the Cumberland Libraries United Electronic System (CLUES) which is hosted by the Cumberland County Library. Participants are the Cumberland County Library, Bridgeton Library, Bridgeton High School resource center, Cumberland County College Library, Millville Library, and Vineland Library. The CLUES provides an electronic platform for participating libraries to track materials and circulation on a countywide basis. Generally, the participating libraries cooperatively set consistent patron policies, circulation policies and late fines. Anyone with a library card for any of the participating libraries may borrow materials and return materials at any of the libraries. CLUES also provides information regarding availability of materials at all participating libraries. Participating libraries make use of the free Comet delivery service provided by the state library to deliver materials to the library most convenient for the borrower by the next day. Staff of the participating libraries meet periodically to ensure CLUES is providing the services needed. The Cumberland County Library makes every effort to ensure the cost to the participating

libraries remains as low as possible. The cost to the Bridgeton Library for participating in CLUES for fiscal 1997 was \$8,162, which was \$2,338 less than budgeted.

Department of Public Works/Community Service/Welfare Workers

This area could easily be considered a best practice for the City of Bridgeton. The city benefits greatly from complementing its paid DPW staff with volunteer welfare participants and inmates available for outside work details. The DPW places these volunteers on crews headed up by the paid employees. These volunteers are placed wherever it is most needed, but the majority of the assistance is received in the parks and streets & roads functions. In 1997, the DPW received volunteer assistance from numerous people, totaling in excess of 7,250 hours. This equates, based upon a 2,080 hour work year, to 3.5 full-time personnel. In talking with the DPW supervisors, they say that the majority of these volunteers are hard working, but as in most areas of work, some people work harder than others. However, in talking to others in the department, the level of performance is questionable. If you were to use a 15% factor to adjust for poor workers, the city still received volunteer labor amounting to approximately 3 full-time personnel. At the average salary and benefit cost of \$35,904 for the streets, roads, and parks laborers, the city saves approximately \$107,712 per year by utilizing the welfare and community service volunteers.

BUENA BOROUGH

Newsletter

The borough publishes a newsletter jointly with the adjacent Township of Buena Vista. The newsletter features topics of local interest and information regarding municipal services. The publication of the newsletter is financed through advertising revenue. Because of the communities' low population, coverage in regional newspapers is sometimes lacking. This undertaking is a commendable example of innovative shared-services and provision of a valuable information source at minimal cost to the taxpayer.

Fuel Purchasing

In conjunction with the Township of Buena Vista and the Borough of Buena Municipal Utilities Authority, the borough purchases fuel from the regional school district. Using fuel pumps located at the high school, these local governments are able to save money and reduce the environmental liability of maintaining duplicative fueling operations for each jurisdiction. Additionally, the automated billing information provides valuable management information concerning the operator, vehicle and amount of fuel used for each transaction.

Utility Plant Operations

The Borough of Buena Municipal Utility Authority has implemented a rotating schedule of plant duties to ensure a highly cross-trained workforce. During the course of the team's interviews, we were impressed with the breadth of knowledge and enthusiasm exhibited by the plant personnel. For a utility with a small workforce, this practice

ensures that critical activities are completed despite any vacancies that may arise. The utility is commended for its foresight in implementing this practice.

BUENA VISTA

Newsletter

The township publishes a newsletter jointly with the adjacent Borough of Buena. The newsletter features topics of local interest and information regarding municipal services. The publication of the newsletter is financed through advertising revenue. Because of the communities' small population, coverage in major regional newspapers is sometimes lacking. This undertaking is a commendable example of innovative shared services and the provision of a valuable information source at minimal cost to the taxpayer.

Local Review Officer

Approximately 90% of the township is under the jurisdiction of the Pinelands Commission land use regulations. Subsequently, land development must conform to both township and commission land use regulations. Previously, this approval process required review by both the local government and the commission, sometimes increasing the length of time for developers to get approvals. Recently, the commission allowed municipalities to appoint a local review officer to review applications and confirm compliance with Pinelands Commission regulations at the local level. The township greatly assisted developers in the township by expediting the review process.

Community Center

The township recently constructed a community center in the Newtonville section of the community. Through the provision of modular building units purchased from a municipality at nominal cost and volunteer labor, the township was able to construct a 10,000 square foot community center at a greatly reduced level of public expenditure. The township is to be commended for its initiative and resourcefulness in bringing this project to a successful completion.

Fuel Purchasing

In conjunction with the Borough of Buena and the Borough of Buena Municipal Utilities Authority, the township purchases fuel from the regional school district. Using fuel pumps located at the high school, these local governments are able to save money and reduce the environmental liability of maintaining duplicative fueling operations for each jurisdiction. Additionally, the automated billing information provides valuable management information concerning the operator, vehicle and amount of fuel used for each transaction.

Recycling Center

Once a month, the township operates a recycling drop off point for use by township residents. Residents are allowed to dispose of recyclables, household hazardous waste and other assorted items. The township provides this service at minimal cost since the public works director oversees the function at no additional compensation. Finally, the

township benefits by providing a geographically convenient location to dispose of items that may otherwise be dumped illegally.

CAPE MAY CITY

Beach Patrol

The city's beach patrol has received national recognition for its efforts to provide high quality services. The United States Lifesaving Association (USLA) has designated the city as one of only seven certified beach patrols in the State of New Jersey. This certification indicates that the city meets USLA standards for beach safety and ocean rescue operations. In addition to USLA certification, the beach patrol operates a junior lifeguard program for children aged nine to 15. Over 100 individuals participated in the program in 1999. The program teaches beach safety, physical fitness and teamwork. The city also benefits from this program by creating a pool of trained personnel for future employment as lifeguards for the beach patrol. The city's beachfront received further recognition for its selection as one of the top ten urban beaches by the Surfrider Foundation. The city was the only east-coast resort to receive this designation. The criteria for this award is based on the physical characteristics of the city's surf conditions and the level of services offered by the city's beachfront operations.

CAMDEN

Fire Apparatus Rehabilitation

The Fire Department should be commended for both its on-going vehicle maintenance program and its rehabilitation of existing fire apparatus. The refurbishment of one aerial ladder truck in 1994 saved the city approximately \$338,000 when compared to the cost of purchasing a new piece of equipment. While this practice should not take the place of long term capital planning or budgeting for fire apparatus, it is an excellent program and worth noting.

Firefighter Training in Inspections

The last 26 firefighters hired in Camden have been trained and certified as fire inspectors. These firefighters are assigned to inspection duties during their regular tour of duty, which reduces their amount of idle, non-productive time and provides greater inspection services to the community without additional cost other than that of training.

Prisoner Arraignment

In March of 1995, the County of Camden began a process of arraigning prisoners while in the County Jail. This eliminates the need to transport prisoners to Municipal Court for arraignment, and, therefore, saves on those transportation costs. We believe this is an effective, worthwhile alternative for other municipalities to consider.

Municipal Court Caseload Processing

The team believes that the judges, with the assistance of court staff, have been able to move cases through the court system in a fair, expeditious manner by utilizing a number of innovative approaches that take into account both individual and justice system concerns. These include combining cases where appropriate, and enrolling defendants in work programs.

DOVER

Dover Township has made extensive use of labor from inmates from the Ocean County Jail and from individuals sentenced to community service. Projects have included painting, and repair and grounds maintenance on a variety of municipal parks and buildings. While precise figures are not available, it appears that the township has saved significant sums by using prison and community service labor to complete needed work at little cost to the taxpayer.

The use of a third party contractor by the township to receive and post tax payments is saving the township a great deal of overtime expense. It has also allowed the tax staff to work more efficiently by using its talents on non-routine transactions. While the lock box system has had some glitches, we feel the township and the contractor can correct them. The shortcomings are more than offset by the savings to the township.

EGG HARBOR TOWNSHIP

The domestic violence taskforce, a civilian, volunteer group trained to assist the police with victim assistance after an incident, allows officers to return to the street earlier, while people who are specifically trained to provide needed assistance help the victims. The director of the Atlantic City Women's Shelter described the program as the best in the county and probably best in the state.

The police operate with a nine-hour patrol shift. This provides a one-hour overlap at shift changes. The overlap provides both the on-coming and off-going shift plenty of time for gathering equipment, briefing, and stowing equipment without generating response time problems or overtime.

The township has creatively structured a recreation commission to make recreation significantly self-supporting, without creating organizational overhead. Payroll, purchasing and budgetary accounting all run through the finance office rather than separately.

The township-operated auto impound lot, created to eliminate problems with the private sector operators involving security and cost to citizens, is both self-supporting, and professionally operated. It is an example of cooperation between various township departments to creatively solve a problem.

The police department has an annual physical training requirement for police officers, including drug testing. This program deserves to be emulated by other police departments. The police department has educational training requirements for officers desiring advancement. This has developed a very well educated, professional police force.

The shoplifter offender program in municipal court appears to be a creative and effective means of curtailing repeat offenses, and deserves to be emulated by other courts.

The video arraignment in municipal court is a clear example of cost-effective use of technology, and provides opportunities for regional cooperation among smaller courts.

FANWOOD BOROUGH

Volunteerism

The review team was impressed at the level of volunteerism that was found in Fanwood. There are about 20 volunteer boards, commissions, and committees that are currently in place, with each of them being fully complemented with volunteers and alternates. For a town boasting a population of around 7,000, it was impressive to see the amount of people willing to volunteer and take an active part in Fanwood's government and community. Fanwood should continue to encourage this volunteerism to continue in the future.

Governing Body

Unlike many municipalities that are reviewed by LGBR, Fanwood's borough council does not receive any monetary stipends or health benefits for providing their service to the community. Fanwood's borough council can be considered true volunteers, which is indicative of the overwhelming volunteer spirit that runs through the community. Based upon other LGBR reviews, Fanwood is saving at least \$7,500 in stipend and benefit costs per governing body member.

Community Assessment

In 1998 the borough underwent a community assessment process that was paid through grant money. Through this process, about 100 borough residents were surveyed on various topics. The resulting responses were presented to the governing body and four volunteer committees were created to address some of the problems that were identified. The review team feels that this was a wonderful initiative to solicit public input and provide more focused and better quality services to the residents.

Provision of Welfare Services

The borough decided to continue providing health services at the local level through a joint agreement with Scotch Plains. This, in itself, should be commendable, since they realized the efficiencies that are achieved through a multi-jurisdictional provision of service, although they decided not to consolidate services with the county. Through this local provision of service, a unique service is provided. The welfare director works very

closely with area churches. The director serves as the main contact person for the jointly created ministerial association. The churches donate funds and materials to this association and the welfare director distributes the funds and materials to needy people, only after verifying their need through the welfare system. This focused approach has enhanced the services that are being provided to area persons in need and has eliminated people trying to take advantage of church organizations through “church hopping.”

Recycling Center

Fanwood is one of the very few municipalities that do not provide any sort of residential recycling collection. Residents are required to bring their recyclables to the recycling center, instead of having them picked up on the curbside (although residents may contract individually with private companies to get their recycling picked up). The recycling center is under the control of a local recycling association. The association is responsible for the administration of the recycling center and gathers volunteer/community groups to staff the center. Community service workers are also utilized, as well as some assistance being provided by public works personnel during the week. Volunteer/community groups are given a small amount of money to staff the facility each week through the funding received by selling the recyclable materials. The recycling association has also been very generous in donating various equipment and supplies to various functions within the borough government.

Renting of Equipment

The public works department has a cost effective process of renting pieces of equipment that are very costly and not utilized on a frequent basis.

Emergency Medical Service (EMS)

The borough's volunteer EMS organization has entered into an innovative partnership with its fellow organization in Scotch Plains. This partnership revolves around mutual aid. If the Fanwood Rescue Squad cannot get an ambulance on the road due to lack of volunteers, a mutual aid call will then be made to Scotch Plains. Scotch Plains will then try and put an ambulance on the road with its own volunteers to respond and cover for Fanwood. If Scotch Plains is then unsuccessful at getting an ambulance on the road, Fanwood and Scotch Plains will combine available resources and personnel to get an ambulance to the scene of the emergency call. The process would reverse if Scotch Plains were to receive an emergency call for service and could not get an ambulance on the road. This cooperative partnership, instead of being bound by “home rule,” is a refreshing, efficient, and innovative way to provide necessary EMS services to the residents of both Fanwood and Scotch Plains.

TV35

The borough is very active in utilizing a local access television station to keep residents informed with what is going on in the community and government. The borough airs each of its council meetings, regularly posts notices of information, and the mayor hosts a monthly show that spotlights an area of government service. The utilization of the local access station allows the borough to effectively communicate the happenings of the community to its residents.

FRANKLIN TOWNSHIP

The township has a very active youth recreation program run primarily by volunteers, including the organizing and training of the lake lifeguard operation. In addition, local officials have organized volunteer efforts to build and rehabilitate public parks. Volunteer efforts by businesses and citizens clearly have improved the quality of life in Franklin.

The township's "rapid response" road paving program was developed to deal more effectively with old roadways with sections that become severely deteriorated. The township goes out to bid for asphalt pavement to be placed as directed by the township later when problem areas surface. Accordingly, sections of bad pavement are overlaid promptly at the time they become problems, without the need to then begin the bidding process.

The township has actively sought out cooperative arrangements with local school boards for the purchasing of supplies, the reuse of school buses for senior citizen programs, and the bartered exchange of specialty services such as paving and brush disposal.

FRENCHTOWN

VOLUNTEERISM

The Borough of Frenchtown is endowed with an abundance of volunteerism; characterized not only by individuals' time and effort, but also by voluntary donations to the various departments and units. There appears to be an innate willingness on the part of the public as a whole to address community issues as they arise with a "cooperative spirit" and a "team effort." This volunteerism serves to minimize potential costs while promoting a sharing of ideas and perspectives as well as individual talents, skills and expertise. Frenchtown residents seem to take pride in their community and want to preserve its charm and tranquility while pursuing economies of scale where possible. Voluntary positions include the following: the Fire and Rescue Department, the Emergency Medical Services Unit, the Planning and Zoning Board, the Board of Health, the Shade Tree Commission, the Library Board of Trustees, Friends of the Library, the Finance Committee, the Parks and Recreation Committee, Friends of the Park and the Sewer Utility Committee.

GLASSBORO

Health Benefits

The borough requires employees to pay the difference in costs between the variety of health plan choices. The borough's health insurance policy is a best practice in plan cost structuring and benefit levels, in that it allows for flexibility to meet employee needs while maintaining reasonable costs.

Professional Management

Over the past several years, the borough council has come to realize that professional full-time management is needed in the borough. This management has produced considerable change. The practice of employing professional management, most notably the administrator and chief financial officer, allows for the professional administration of the daily affairs of local government and allows the elected officials to focus primarily on policy decisions. This structure also provides a direct line of authority for employees and eliminates the confusion and inefficiencies associated with scattered and inconsistent management practices.

Cash Management

The chief financial officer has been responsible for many improvements to the financial operations of the borough, not the least of which are the cash management practices that have been put in place. Glassboro appears to have the best banking relationship we have seen in the communities reviewed and should be seen as an example of what other municipalities should try to obtain in their banking relationships.

County Library Merger

Merging the Glassboro Public Library with the Gloucester County Library System is an excellent example of the best practice of regionalization. library service often carries extremely strong local identification that prevents an objective examination of the costs and benefits of regionalization. The Gloucester County/Glassboro experience provides a concrete example of the benefits of such collaboration. The result has been significant cost savings, and more importantly, dramatic service improvements.

Equipment Retrofit

The vehicle maintenance operation in the highway department is involved in a level of equipment retrofitting that the team has not seen in any other community reviewed thus far. This unique effort has saved the borough considerable sums by mitigating the need for purchase of new parts and equipment. The details of this operation are discussed in the highway department section of this report.

HAMILTON (Atlantic County)

Joint Use of Automated Fuel Site

Approximately three years ago, the township updated its fuel site to bring it in compliance with federal underground storage tank requirements for leak detection and corrosion protection. Approximately two years ago, the county and township signed an agreement for joint use of this fuel site. As part of the agreement, the county installed and maintains an automated fuel dispensing system at the fuel facility. The county orders and pays for all fuel dropped at the site and bills back any fuel dispensed to township vehicles. The agreement affords the county access to fuel in remote areas, and provides the township with an automated system to monitor fuel usage.

The township is commended for its participation in this joint agreement.

Consultant Fees

The township recently reduced the risk management consultant's annual fee from 6% (\$22,824) to 3% (\$11,412). The maximum annual fee permitted by joint insurance funds to risk management consultants is 6%. Hamilton is one of the first communities we have reviewed to negotiate a lower annual fee with a risk consultant.

Casual Dress Day

Municipal employees, on a volunteer basis, support the Salvation Army Food Bank by participating in a "Casual Dress Day" on Fridays. Employees contribute \$2 per week for the dress-down privilege, their contribution going to the Food Bank through the auspices of the Salvation Army. More than \$1,500 was raised by employee contributions in the program's first eight months through the end of 1999. LGBR recognizes this as a program that benefits seniors, particularly the needy, and enhances community spirit.

Participating employees are commended for their contributions, and the township is commended for their support of this program.

Custodial Expenses

The township's cost of contracted services is within the benchmark for cleaning services (\$.75- \$1 per square foot). The township is commended for cost effectively outsourcing this service.

Management/Labor Cooperation

The cooperation of management and labor in the township has served the community well and deserves to be praised. The township has maintained an active management group, and we encourage the township to continue to focus on this strength.

Purchasing Cooperative for Natural Gas and Electricity

Notwithstanding the various recommendations proposed in this report to lower utility expenses, the township is currently participating in purchasing cooperatives for the procurement of both natural gas and electricity. The township is commended for these actions which the review team has identified as a "best practice."

HILLSBOROUGH

Crisis Intervention Team

The township has a group of trained crisis intervention volunteers who are on call to provide crisis intervention services, primarily for domestic violence. The Crisis Intervention Team (CIT) is a community outreach program that works with the Resource Center, which is the lead-counseling agency for the county. This program allows the CIT to assist the victims in their own homes at the time of the event. By having the CIT handle victim counseling, police officers are allowed to concentrate on the police side of domestic violence, rather than the psychological side. In fact, some victims are more comfortable dealing with the volunteers. This type of program provides not only a productivity enhancement to police officers, but also provides a compassionate customer

services approach to the residents who are the victims of these crimes. This program shows that the township and police department are a caring community.

Community Update Program

The police department uses the cable television system to inform the community of current issues involving the police department and the community. The programs are produced in-house by police personnel and are transmitted directly from police headquarters. The police chief hosts the program and invites different officers and members of the community to appear to speak on the program subject. The department has used this medium to reach out to the minority community in an effort to improve relations and attract minority officers to employment with the township. Other topics covered include domestic violence and the crisis intervention team. It is estimated that 75% of the homes in the township are capable of receiving these programs. This program has also been used during emergencies to broadcast emergency messages and instructions in real time to the community. This forum proved very useful during the severe flooding of Hurricane Floyd in 1999. Programs usually run approximately 45 minutes and are a great opportunity to introduce new officers to the community and for the community to be made aware of the services the department offers. There is no cost to the department or township.

Mobile Data Terminals (MDTs)

All Hillsborough police patrol cars are equipped with portable computers known as "MDT's" primarily using \$100,000 from a federal grant program known as "COPS More" and some other funds. The department has used the excess capacity in the system to allow two other departments to tie into the system for a fee that is used to offset some of the costs for the system.

Mr. Fix It Program

In mid-1999, the township implemented the Mr. Fix It program to assist the senior citizen population within the township. It is a safety program which allows "Mr. Fix It" to perform minor home repairs that do not require permits and to conduct home safety evaluations for eligible seniors. Residents unable to do work themselves, who are at least 60 years old and financially unable to hire a private contractor, are eligible for the program. Eligible projects are those which are generally too small for a contractor such as repair of broken windows, simple plumbing repairs, smoke detector installation, and weather stripping. The cost of the materials for the project cannot exceed \$100. The resident is responsible for only the materials cost, while labor costs are free to the resident and paid by the township. A local transit company donated a van for the program. In approximately six months of operation, 54 residents for 93 projects used the Mr. Fix It program. In 1999, the township in labor costs, tools/equipment, and painting/lettering of the van spent approximately \$6,000. The proposed budget for 2000 is approximately \$19,500 as a significant increase in the program is expected.

Rescue Squad Automobile Extrications

The township's rescue squad performs all automobile extrications. By having the squad perform this function, township residents save approximately \$600,000 in capital outlay for outfitting each fire company with a rescue truck and equipment.

Top Cop Program

This is a program that has recently been instituted to recognize the best officers assigned to each patrol squad. This type of program is important because the officers assigned to patrol shifts often go unrecognized within their departments. This program solicits input from the patrol lieutenant, sergeants, corporals and the officers themselves. The rewards are:

- A letter from the chief that is placed in the officer's personnel file.
- The winner's name goes on a plaque at headquarters.
- A bar to be worn above the officer's badge.
- Dinner for the officer and guest at a local establishment. program.

Senior Volunteer Program

The township uses senior citizens to provide the manpower necessary for certain police services. This program has become essential to the operation of the police records office. The seniors are available to file reports and assist the office. Volunteers give 10 hours per week in two-hour shifts and accounts for a total of 520 hours per year. This saves the department approximately \$8,065 per year based upon the salary of clerical staff.

New Employee Orientation

All new employees are given a handbook which includes personnel policies, applicable collective bargaining agreements, benefit information, and various personnel forms. The terms and conditions of employment and employee benefits are clearly defined. The handbook includes a new employee checklist. New employees are required to view a videotaped sexual harassment seminar.

The township is commended for its up-to-date employee handbook and its new employee orientation process.

HILLSDALE

GROUNDS MAINTENANCE CONTRACT

One of the pitfalls of contracting for services is a vague contract which does not include quality and timing parameters, as well as consequences for failure to meet those parameters. Hillsdale has implemented, to its satisfaction, a very detailed grounds maintenance contract that establishes timing and quality parameters and deducts amounts for failure to meet them. Examples are:

- a \$50 penalty for cutting with unsharpened blades; and

- a penalty of 25% of the monthly payment for failure to cut frequently enough to maintain a 2” height and no less than biweekly.

SHARING UCC SERVICES

In 1995, Westwood signed an interlocal agreement with Hillsdale to have Hillsdale take over its code compliance responsibilities. In 1997, Woodcliff Lakes engaged Hillsdale to assume its zoning enforcement duties. Upper Saddle River turned its code compliance operation over to Hillsdale on January 1, 1998. Through these agreements the municipalities have been able to spread fixed costs over a larger service population, thus, reducing their costs and/or improving the quality of service provided. What is key and noteworthy about this operation is that it is run in an efficient, professional and customer-oriented manner that has resulted in communities approaching Hillsdale to provide Uniform Construction Code (UCC) services in their communities.

SHARING DEPARTMENT OF PUBLIC WORKS (DPW) EXPERTISE

DPW superintendents from several neighboring towns meet each Friday morning for approximately 40 minutes to discuss problems, wants and needs which may have arisen during the past week. This brainstorming session gives all of the participants the benefit of each others’ experience as they address day-to-day problems.

SHARING EQUIPMENT

Sewer Camera System

The Borough of Hillsdale has an interlocal agreement with Emerson, Old Tappan, River Vale, Washington, Park Ridge, and Montvale to share a color sewer camera system. This is required to periodically inspect the sewer lines for infiltration problems and obstructions. This piece of equipment costs approximately \$40,000 and by combining their efforts, each community saved \$35,000 on the purchase of the equipment.

Sewer Jet

The borough also has an interlocal agreement with Washington to share a sewer jet, which is used to flush sewer lines, and a catch basin cleaner. This equipment is an essential part of maintaining a sound sewer system. This agreement saved each municipality approximately \$50,000 on the purchase of the equipment.

STONYBROOK SWIM CLUB

An example of effective capital investments can be found in Hillsdale’s experience with Stonybrook Swim Club, the borough’s pool. In the early 1990’s, the swim club was suffering from an outdated facility and declining membership. Realizing the seriousness of the situation, the borough approved a major capital improvement plan for the swim club, which included the building of a new club house. Due to these capital improvements, along with placing greater emphasis on marketing and public relations, the swim club has become almost fully subscribed, is now self sustaining and has generated a surplus for the last three consecutive years.

MERGING THE PLANNING AND ZONING FUNCTIONS

In 1997, the borough merged the planning and zoning functions. The driving force of this merger was the desire to improve consistency across the two functions and to improve the

process for the citizens. In addition, it is estimated that \$7,000 will be saved in reduced legal, engineering and clerical costs. Elected officials and staff report that the merging of functions has been a success, especially in terms of streamlining and clarifying the process for the public.

EXEMPLARY LABOR CONTRACT PROVISIONS

Hillsdale has made great strides in creating rational and consistent compensation packages through negotiations of three of its four labor contracts. A good example of the types of provisions that we find exemplary is the sick leave provision in the Teamsters Union contract for the department of public works employees. Here are highlights of its provisions:

- A verification of illness is required for all absences of two days or more.
- Sick leave is not paid when the employee: Fails to carry out the physician's orders;
- The borough physician determines that the person is ill or disabled for self imposed contributory causes or actions contrary to the code of conduct;
- The injury or illness is not sufficient to justify absence from duty; and
- An employee does not report to the borough physician.
- Sick leave is not cumulative after January 1, 1990 and there is no payout for sick leave accrued after January 1, 1990.

HILLSIDE

Professional Management

With the change in the form of government in Hillside Township that occurred in May of 1997 the new elected officials recognized the necessity and wisdom of having professional full time management in place within the township. This management has produced considerable change in a very short while. The practice of employing professional management, most notably the business administrator, allows for professional administration of the daily affairs of local government and allows the elected officials to focus primarily on policy decisions. This structure also provides a direct line of authority for employees and eliminates the confusion and inefficiencies associated with scattered and inconsistent management practices.

Emergency Medical Service

Hillside has achieved a high degree of success with EMS direct services via the firefighters. In fact, nearly 1,700 out of 2,660 or 64% of all calls to the fire department involve a call for an ambulance. It appears that 90% of all firefighters are now EMS trained, certified and are available for ambulance services on a 24-hour basis. This is a best practice, which should be copied by other forward thinking municipalities.

HOPEWELL BOROUGH

Business Revitalization Efforts

Pennington has remarkably few, if any, vacant storefronts or businesses. This was not the case a few years ago. Indeed, finding sufficient parking for the business patrons and employees is a current issue. The revitalization of the business community is the direct result of volunteer committee's efforts. Similarly, Hopewell has been hard at work to strengthen and diversify the retail and support services offered. The starting point in both Hopewell's and Pennington's projects was a candid evaluation of the available land, buildings and businesses within the municipality and an assessment of what types of businesses are needed. "Need" was defined in terms of an appropriate mix of businesses as well as the community's preferences. Although at different stages in the process, both communities are excellent examples of successful renewal of a small town "Main Street."

Mix of Housing Opportunities

In Pennington, a development dedicated to housing senior citizens has become a catalyst for improving the community. This alternative permitted approximately 100 dwelling units to be built, allowing senior citizens to relocate into smaller living quarters while still remaining in their hometown. The sale of their former homes has resulted in an influx of new families committed to the value of living in a small town atmosphere. The existence of attractive housing opportunities for both seniors and young families permitted Pennington to strengthen its already strong tradition of voluntarism. The number of active volunteers in Pennington is roughly equal to 10 percent of the community's population. By itself, the library has approximately 70 active volunteers. In Hopewell Borough the Council on Affordable Housing (COAH) increased the borough's affordable housing obligation from 0 to 37 units. Many citizens and officials found this increase to be undesirable; however, the municipality prepared an aggressive fair share plan that relies heavily on the renovation of existing, eligible housing stock and the identification of accessory units. The community is also considering the approval of a limited number of dedicated senior housing units. Addressing the need for a change in the mix of housing opportunities will give both communities the opportunity retain their small town identity while at the same time providing the vitality and diversity that is needed in every town.

Contracted Police Services

Hopewell Borough contracts for all of its police services with Hopewell Township. The increase in the cost of the annual contract has been considerably less than the statewide average increase in police budgets. Based upon comments made during interviews and observations made by members of the review team, Hopewell Township is sensitive to the borough's desire to get to know and trust "their" officers. Given the relatively low cost overall, the slower rate of growth in the cost of services and the level of public satisfaction that has been maintained, the contracted police services in Hopewell Borough is recognized as a unique best practice deserving to be considered and repeated throughout the state, particularly where a small municipality is adjacent to a large municipality.

JAMESBURG

Volunteerism

The borough's greatest asset is the commitment of volunteers and businesses to supporting community objectives. This is evident in the borough's ability to replace several paid positions with volunteers. This practice has proven particularly successful in the recreation program and the library. Those paid positions that the borough has been able to replace through attrition include Insurance Commissioner, Risk Manager, Recreation Director, and Welfare Secretary. In the recreation program, businesses sponsored all of the basketball teams whose coaches were all volunteers. At the library, the volunteer Board of Trustees is responsible for administrative functions. Staffing is kept to a minimum by using four parents to conduct a variety of creative story hours for children. Additionally, the Friends Group has paid an initiation fee for the library's membership in a large print book circuit.

Regionalization

To provide more extensive health care coverage at a more affordable cost, Jamesburg has contracted with Middlesex County for health services. Through the county contract, residents receive services that the borough would never be able to offer as a single entity. Borough officials believe it to be a very effective program. Jamesburg is also a member of the Middlesex County Joint Insurance Fund. This type of contracting lowers insurance costs by spreading the risk over a greater and more diverse covered population. The borough has also regionalized its dispatching services by contracting with Spotswood. Though perhaps efforts were not as aggressive or organized as possible, there are other regionalization opportunities that the borough has explored, at least to some extent, including police, library, animal control, and uniform construction code services. To date, other communities have not been interested in these shared services with Jamesburg.

Welfare

The Welfare Director has been aggressive in providing services in a most efficient and organized manner. Since July of 1994, the borough has been pro-active in detecting and preventing fraud and duplication. This department sets a very positive example for other municipal welfare departments to follow.

KEANSBURG BOROUGH

Collection Of Delinquent Payments Owed To The Municipal Court

The rules and regulations of the municipal court process dictate that the presiding judge must grant requests to make scheduled partial payments for fines and fees if offenders meet certain criteria. Timely management and collection of partial payments has been found to be a problem in many municipalities. In Keansburg the efforts of the Municipal Court to collect delinquent payments are supported the Police Department. One or more officers are assigned to contact individuals who have fallen behind in their schedule of payments. The cooperative effort to manage and control the partial payment program has kept it from becoming a much bigger and more difficult matter.

Investigation of Welfare Eligibility

The caseload managed by the welfare staff of the Borough of Keansburg has dropped significantly over the last three years. This is particularly noteworthy given the increasingly transient nature of the population. The trend found in Keansburg is different from that of most communities in the region and the state. The reduction in the number of cases, and the resulting reduction in the general assistance expense is attributable to the persistent and detailed work of the welfare staff to verify initial eligibility and to reverify continued eligibility of the aid recipients. In addition, there is extensive follow up and oversight of the work assignments given to aid recipients. The money saved through the efforts of the staff do not appear in the budget of the Borough of Keansburg. General assistance funds are provided by the State to all municipalities through a special reimbursement program. Given the success of the local investigative work, it is recommended consideration be given to opening discussions with other bayshore communities regarding the opportunity for shared services and inter-local agreements addressing the management and investigation of welfare caseloads.

The Use of Foot Patrols and Special Police Officers

Business persons and residents made it a point to tell members of the local budget review team that the Keansburg Police Department makes use of uniformed foot patrols. During their interviews the senior officers of the Department stated their belief that officers must be “out in the community” if the department is going to maintain a good understanding of the issues and concerns of the people they serve. In addition to improving the flow of information to the department and the response time to certain calls, the public relations and communications functions of the department are enhanced significantly by the foot patrols.

The Department has also used special police officers on occasion. Care has been taken to ensure the assignments given to these officers do not supplant the work and assignments of the regular police officers. Instead, the use of these officers recognizes that law enforcement and public safety staffing requirements can be met in a variety of cost effective ways.

Cooperative Construction Permit and Inspection Procedures

In 1993 the Borough of Keansburg and Middletown Township entered into an inter-local agreement for the provision of construction code services. In a small community where the volume of new construction is low, the cost of retaining staff for the purpose of completing construction, plumbing and electrical code inspections or even the cost of contracting these services can be burdensome. Under the current arrangement, permit applications can be submitted in Keansburg; the Borough collects and retains a portion of the permit fee and the inspections are scheduled through Middletown Township. Middletown is paid a fixed amount per type of inspection from the balance of the permit application fees. In areas where there is a larger municipality, such as Middletown, that can serve as a regionalized anchor or hub for specialized services, smaller municipalities can take advantage of cost effective services through inter-local agreements without relinquishing total control or responsibility for delivery of the service to their residents.

LAKEWOOD

Industrial Development

The establishment of the Industrial Commission and Industrial Parks, the aggressive foreclosure of property to return it to the tax base, the potential purchase and redevelopment of the airport, and the establishment of the Urban Enterprise Zone in Lakewood can all be combined and seen as an example of a best practice of assessing the local conditions and taking appropriate and effective steps to protect and develop resources to mitigate the need for property tax increases due to changing circumstances.

Creation of Task Specific Committees

Lakewood Township has enjoyed the benefit of detailed reviews of specific issues through the establishment of task-specific committees, including: The Revenue Enhancement Review Committee, developed to investigate methods of increasing revenue; the Condominium Reimbursement Act Panel, developed to determine the most effective way to provide for the services mandated by the Condominium Services Act; and the Office Automation Task Force, developed to provide direction for the implementation of the new computer network.

Re-use of Township Facilities No Longer Needed for Municipal Operations

The township is to be commended for its active planning and forethought in developing a use for the current Carnegie Library building once it is vacated. A Community Health Clinic will be housed in a portion of the building, thereby generating a revenue source for payment of building utilities and developing a community resource, while the remainder of the building will serve library and other governmental office archive needs.

Professional Management

Lakewood Township has employed a Township Manager for many years. This has allowed for the professional administration of the daily affairs of local government and has allowed the elected officials to focus primarily on policy decisions. The recent delegation of appointment powers to the Manager by the Township Committee has served to strengthen this professional authority.

Cooperation with School District

The township and school district have worked together to provide services to the community, such as the programs offered through the Community School and Community Center and the Operation School House program soon to be offered in the Martin Luther King Drive neighborhood community.

Union Contract Savings

Longevity Pay Elimination: The township is to be commended for having begun the process of eliminating longevity pay from most contracts and is encouraged to remove it from the police contracts as well. Longevity costs approximately \$170,000 for the P.B.A. and \$135,000 for the S.O.A. in 1994. This equates to 1.66 tax points for police officers alone. Rank Differential: There was previously a 15% salary differential between ranks in

the S.O.A. contract. The township is to be commended for removing it from the '93-'94 contract and is encouraged to eliminate it permanently.

LOWER

Police Patrol Operations

The team's review of police patrol operations indicated an average consumed time of 19.73 minutes per call. This is the actual time a patrol officer consumes from the receipt of a call for service until completion. This consumed time is the lowest encountered by LGBR in its reviews of comparable communities. Call for service consumed time is a key indicator of productivity and has a direct impact on staffing levels for patrol operations. The team's review of police management practices found a very appropriate use of technology, highly effective court liaison activities and a good work ethic among patrol officers.

Road Program

The township created a division in public works to construct roads. While normally an outsourced function in municipal government, the team found the township's cost factors to be highly competitive with contracted road projects. Additionally, the team found that the township had implemented financial management controls to ensure that capital and operating functions performed by the road crew are properly recorded and charged to the appropriate budget. The road construction crew has been in operation for several years and its increasing experience and expertise has resulted in a very high level of quality work.

Survey Program

The police department has instituted a citizen survey program to evaluate the public's level of satisfaction with its services. The department randomly selects respondents from calls for service, traffic stops and arrest records. The questionnaires cover the entire scope of police interactions with the public, ranging from the initial receipt of the call by dispatchers to the officer's actions with the respondent. Deficiencies are effectively followed up with counseling to employees and explanations to the public regarding police procedures. Results from the survey indicate a high level of satisfaction with police services. The department is commended for its commitment to customer service and courage in inviting comment from the public.

MONTVALE

Insurance Review

The borough consistently reviews insurance alternatives in an effort to obtain the best possible coverage at the least cost. Montvale was a founding member of the Bergen County Municipal Joint Insurance Fund, which was the first municipal joint insurance fund established in New Jersey, over ten years ago. In the early 1990's, Montvale switched its health insurance from the State Health Benefits Plan to the Bergen Municipal

Employees Health Benefit Fund at a significant savings. In 1995, the borough switched from the health insurance fund to a self-insured program and realized savings of nearly \$63,000 in its first two years.

Sharing Expertise

The DPW superintendent meets each Friday with a group of Pascack Valley DPW superintendents. These meetings give each participant an opportunity to share and discuss similar problems. Most importantly, it gives them an opportunity to learn how nearby municipalities handle similar problems. It is very likely that the time spent each week is more than paid for, with increased coordination and improved problem solving.

Sewer Camera System

The Borough of Montvale has an inter-local agreement with seven municipalities sharing a color sewer camera system, which is needed to periodically inspect the sewer lines for infiltration problems and obstructions. This piece of equipment costs approximately between \$40,000 and \$50,000 and by combining their efforts each community saved approximately \$35,000. The other municipalities involved are Emerson, Old Tappan, Rivervale, Washington, Park Ridge, and Hillsdale.

Sewer Jet

The borough also has an inter-local agreement with the Borough of Park Ridge and shares a sewer jet which is used to flush sewer lines and a catch basin cleaner. This equipment is an essential part of maintaining a sound sewer system. This agreement saved each municipality approximately \$50,000.

Tri-Borough Fuel Dispensing

Montvale, Park Ridge and Woodcliff Lake entered into an inter-local agreement to install and share a single fueling facility. A partitioned tank, holding both gasoline and diesel fuel, was installed at the Park Ridge public works facility in 1992. This fueling site supplies fuel to the three boroughs, as well as the Tri-Borough Ambulance Squad, the local and regional school districts. The cost for the entire facility was over \$126,000, while Montvale's share was approximately \$52,000. Thus, the borough saved approximately \$74,000.

Tri-Boro Radio Dispatching

Dispatching services are provided to Montvale, Park Ridge and Woodcliff Lake by Tri-Borough Radio. This shared service has existed for over 50 years and all three municipalities split the associated costs.

Tri-Borough Ambulance Corps

This private non-profit organization provides emergency medical services to Montvale, Park Ridge, and Woodcliff Lake. It has existed for over 60 years and has its facility centrally located in Park Ridge, approximately one mile from the Montvale municipal complex.

MILLVILLE

Joint Purchase of Mobile Computer-Training Vehicle

The city purchased a mobile computer-training vehicle in cooperation with the neighboring City of Vineland and Cumberland County College. The total cost of the van was \$180,000. Millville's initial share was \$60,000 from state Urban Enterprise Zone (UEZ) funds that did not require a local match. Because these two cities contributed to the purchase of this vehicle, the cities have a prioritized use of the training. Cumberland County College provides the training itself. The investment that these two cities have made with the county college will pay for itself over a short period of time.

Cumberland Libraries United Electronic System (CLUES)

Millville Library is a member of CLUES which is an online catalog of five public libraries in Cumberland County. The other participating libraries include Bridgeton, Cumberland County, Cumberland County College, and Vineland. Membership in CLUES provides Millville residents access to more than 300,000 items, books and audio-visual materials, and entitles them to use and check out books at all of the participating libraries. This cooperative system provides residents with access to materials that the Millville Library would not have the space or resources to provide on its own.

Personnel Policy and Procedure

The city has done an excellent job in identifying personnel needs, adopting ordinances in this area and distributing the personnel policy to its employees. The administrative code has been upgraded to include sections on sexual harassment, family leave, progressive discipline, sick leave policies, and residency issues, as well as a policy on nepotism. In addition, the city has created an employee manual that should be copied by other jurisdictions as a model of public employee information. The city has gone beyond the standard in adopting such a manual and should be held in esteem by communities similar in size and employee development. We commend the city on a job well done.

MONTVILLE

Professional Management

Through its Charter, Administrative Code and historical practice, the Township of Montville has expressed and acted upon strong support for professional management. This is evidenced by the employment of, and vested authority and responsibility in, the Township Administrator, as well as the employment of an Assistant Township Administrator. This practice allows for the professional administration of the daily affairs of local government and allows the elected officials to focus primarily on policy decisions. When adequately followed, this also provides a direct line of authority for employees and eliminates the confusion and inefficiencies associated with employees answering to too many "bosses."

Youth Services

The Youth Services Bureau, which operates out of the Department of Health, offers a significant number and variety of services and programs aimed at providing substance abuse prevention programs and social and educational opportunities for township youth. It provides these services at very little cost to the taxpayer. The operations of the Bureau are detailed in the applicable section of this report.

Sewer Insert Project

In checking the flow data to the sewage treatment plant, the authority noticed that there is an inflow and infiltration problem to the sanitary sewer system during rain storms. It estimates that a minimum of 1,000,000 extra gallons of water gets into the sanitary sewer system through the approximately 1,800 township manholes during a heavy rain storm. This rain water should be going into the storm sewer system and be released into area streams and creeks. As a result, the M.U.A. is about to undergo a three year program of installing guards on each manhole in the township to deflect the water from the manholes to the storm sewers. The capital outlay for these guards is projected to cost \$63,000. The savings to the M.U.A., however, are quite substantial. For each 1,000,000 gallons of excess flow that gets into the sanitary sewer system, there is a excess treatment cost of approximately \$1,500. The M.U.A. projects that with approximately 30 significant rain storms throughout each year, approximately 30,000,000 gallons of excess flow is treated unnecessarily. If this situation were remedied through the manhole guards, the savings in decreased treatment costs could be approximately \$45,000 per year. After the proposed three year program is completed, the capital outlay will be approximately \$63,000 and the savings in unnecessary treatment over the course of the phased in three year improvement project will be approximately \$90,000. This represents a net savings of approximately \$27,000 over three years, however, each additional year would result in a savings of approximately \$45,000 per year.

EMS Coordination

A practice that should be emulated by other entities is the communication between the M.U.A. and the township's emergency services officials. The M.U.A. meets every week with the Police, Fire, and EMS departments to discuss any construction work that the M.U.A. might be doing, so emergency services officials can be aware of it and have an opportunity to create an alternate plan. For example, a fire district will place a fire truck behind construction so that the fire company can report to calls beyond the construction site. The M.U.A. and emergency services officials should be commended for their proactive approach to ensuring the safety of Montville's residents.

Use of Community Service Workers

Finally, the M.U.A. needs to be commended for its use of community service workers to minimize the cost of providing service to the residents. The M.U.A. uses these workers to do various types of work for the authority, including painting fire hydrants, construction and demolition work for both the M.U.A. and the township, and landscaping. In one recent instance, the M.U.A. had a community service worker with three years of service, so that person did all of the M.U.A.'s landscaping for three years.

Court Programs

As described in the Court section of this report, the team has identified a number of programs developed or implemented by the judge that are beneficial to the community and specifically to township operations. We commend the judge for these activities.

MORRIS PLAINS

The Purchase of Vehicle Fuel

The Borough of Morris Plains chose to eliminate its gasoline fuel tank and purchase fuel from Morris County. The cost per gallon is comparable to the price the Borough would have paid if it had continued to buy fuel on its own. The fuel depot is not in Morris Plains but it is close enough to ensure there is no significant time lost or expense involved in refueling the vehicles. Given the regulations pertaining to underground and above ground fuel storage tanks, and given the buying power achieved through large purchases of fuels it is in the best interest of governments to identify ways to reduce the number of fuel depots. The large number of geographically small communities in New Jersey would seem to indicate that arrangements similar to the one between Morris Plains and Morris County can be quite feasible.

Cooperative Snow Plowing

The Borough of Morris Plains does all of the snow plowing for the Morris Plains School District. It was a surprise to the local leaders that the review team found this to be rather unique which is yet another testimony to the sense of commitment and cooperation found in the Borough. When snow storms engulf a community there must be good communication between a school district and a municipality, particularly the police department regarding the opening of schools. There must also be good communication between the police and the public works department regarding the condition of the roads. By having one department do all of the plowing the assessment of the snow conditions is facilitated which in turn facilitates the discussion and decision making among agencies. Also, the use of the publicly owned snow plowing equipment is optimized. The relatively small size of the Borough of Morris Plains may help make this arrangement possible. However, in larger communities snow plowing assignments are usually made by sector. The size of the sectors is often analogous to a smaller community.

Cooperative Health Services Contract

The Borough of Morris Plains has contracted for the provision of the mandatory public health services as well as the provision of some optional services. The content of any contract and the fees to be paid is a by-product of the negotiation between the two parties. This contract provides a clear indication that the provision of basic public health services, which is one of the fundamental responsibilities of a local government, does not always have to be provided directly by the local government. Furthermore, it could be argued that there is as much control, if not more control on the cost and the quality of the services being delivered through contracting. The governing body has the ability every year to contract with a different source and control the cost of the service through the contract negotiation process.

Limitations on Sick Leave

There is no carry over of unused sick leave from year to year for members of the PBA collective bargaining unit. The annual allocation is rather large, apparently because there is no opportunity to accumulate sick leave. Given effective personnel management and strong disciplinary procedures the number of sick days allocated each year should have no bearing on the number of sick days used in a year. When there is no carry over of unused sick leave and there is an opportunity for employees to voluntarily transfer a portion of their unused allocation to assist a fellow employee enduring an unusual hardship, the well being of the employee is addressed while at the same time the possibility of incurring a large unfunded financial liability for the Borough is eliminated.

The Elimination of Longevity Payments

Through the use of a two-tier contract provision the Borough of Morris Plains has begun to phase out longevity payments. For those employees hired prior to the effective date of the change in policy longevity payments will still be made. New employees hired after the specified date are not eligible to receive longevity pay. Historical data clearly shows that most public employees have received an upward adjustment in their compensation nearly every year. Quite often longevity payments have been in addition to an increment or step increase as well as a cost of living raise. The elimination of the longevity benefit tends to place a greater emphasis on continued productivity throughout a career. Simply lasting with Morris Plains for a designated number of years is no longer cause to get a raise.

MORRIS

Accreditation of the Morris Township Police Department

The Morris Township Police Department is one of a small group of municipal police departments in New Jersey that has chosen to pursue accreditation from the Commission on Accreditation of Law Enforcement Agencies. It is part of an even smaller group that has been fully accredited. The act of becoming accredited may be anticlimactic to the process of going through the self evaluation, learning process and improvements required to meet the accreditation standards. The utilization of well developed measures of performance, based on national experience, helps to focus the department's personnel on the objective of meeting or exceeding the highest standards for the delivery of local police services.

Volunteerism, Volunteer Recognition and Volunteer Incentives

The extent to which residents of the community volunteer to assist with special events or ongoing programs and the extent to which the township makes effective use of these special people is noteworthy. Volunteers who were interviewed alluded to a strong sense of civic pride and an equally strong sense of civic duty. The municipality allocates a small sum of money every year for various volunteer appreciation and recognition programs. The money spent on the recognition of volunteers pales against the cost the township would incur if it had paid for the services rendered by the volunteers. The "Unsung Heroes" volunteer recognition project is particularly noteworthy for two

reasons. First, it is a cooperative effort between Morristown, Morris Township and a private sector firm doing business in the community. Second, it seeks to highlight and thank those people who have made significant contributions to their community yet seek no reward or recognition for their efforts. This program is clearly a best practice deserving to be duplicated by communities throughout New Jersey. It should be no surprise that since Morris Township has benefited tremendously from the gift of volunteerism there are specific efforts being made to reward and attract volunteers, particularly volunteer firefighters. To that end, Morris Township provides free pool passes to active volunteer firefighters. In the Pool Utility Fund section of this report recommendations are made regarding the operation and financial stability of the township's Pool Enterprise Fund. Notwithstanding the issues raised in that section, the incentive provided to the firefighters is noteworthy and it should be continued. The relatively small amount of lost income resulting from the gift of pool passes to volunteer fire fighters will not significantly affect the long term financial stability of the pool utility fund. In this case the benefit clearly outweighs the cost.

Leadership Morris Shared Services Project

While not a program conducted by the municipality itself, the Leadership Morris Shared Services Project has the potential to facilitate cooperation between governments and accelerate a reduction in the cost of government and improvements in the value of governmental expenditures. A remarkably consistent theme found in case studies of successful cooperative ventures has been the existence of a third party facilitator. The efforts of Leadership Morris to provide information and facilitate constructive communication through efforts such as its Shared Services Survey and its Shared Services Symposium is clearly a best practice deserving recognition and duplication elsewhere.

The Black Meadows Regional Cooperative

The purchase of major pieces of equipment used by fire fighters is extremely costly. Decisions to make a major purchase can become a practical and budgetary challenge. In one sense it can appear to be unwise given the limited use the equipment will get. On the other hand, staff and elected officials are often concerned that failure to provide such equipment could put citizens or volunteers in harms way. The practical reality is probably somewhere in between these two extreme positions. Specialized equipment will someday be needed in most communities, but it won't be needed very often. The Black Meadows Regional Cooperative is a group of fire departments in Morris County that have developed a practical approach to the problem outline above. These agencies work to eliminate unnecessary duplication and redundancy in the purchase of major capital equipment. If one agency has a specialized piece of equipment it is made available to the other members of the cooperative. The capital purchases made by a town on behalf of their fire units tend to correlate to a specialty developed by that fire unit on behalf of the Black Meadows Cooperative. Given the tremendous number of fire districts and fire departments in New Jersey the chance to reduce capital costs while continuing to provide quality fire and emergency rescue services through enhanced cooperation is clearly a best practices deserving wide recognition and even broader acceptance throughout the State.

MORRISTOWN

The Cooperative Health Clinic

In other communities, Local Budget Review Teams have found that the provision of general health services through a clinic operated by a local government are often redundant, very expensive to operate, and marginally effective in reaching out to those most in need. In more than one case the review teams found that the clinic physicians were referring patients to outside organizations in which they had a financial interest. The Morristown Health Clinic is an exception these findings. The staffing costs are minimal, and the costs per patient visit appear to be well below the costs identified in other municipalities. In addition it appears the services are well focused and non-competitive while meeting the basic health needs such as infant immunizations, well care screenings, etc. The underlying premise to this success is the cooperation between Morristown and Morristown General Hospital. This arrangement is indicative of the realization that while some special provisions must be made to assist those in need there is no requirement for a local government to establish its own independent service particularly when it is able to utilize the expertise of their medical community.

Police Training of First Line Supervisors and Mid-Level Managers

The training demands and requirements for police tend to focus on the technical aspects of their work. These range from the basic procedures of a traffic stop to the highly sophisticated work of specialized units. The Morristown Police Department has undertaken a concerted effort to meet all technical training requirements as well as focus on training in leadership, management and supervisory skills for first-line supervisors and mid-level managers. The ability to perform all of the technical functions of police work is fundamentally different from the ability to effectively supervise personnel and properly manage a division or unit in the Police Department. These additional training objectives are being met without a significant increase in the overall cost of training or a reduction in the number of hours senior police personnel are available to perform their assigned duties. Aside from the individual growth and development opportunities, this training can lead to enhanced communication within the chain of command, as well as a greater sense of professionalism and commitment within the department.

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Designation as a Regional Center

In February, 1995 Morristown submitted a petition to the New Jersey Office of State Planning to be designated as a Regional Center. The petition was approved in the Fall of 1995. The task of preparing the petition caused the planning staff and the town to reconsider its planning and capital development priorities, the impact of the significant increase in the daytime population on municipal services, and the continuity between Morristown's plans and the long range planning objectives of the State. The designation as a Regional Center will give Morristown priority in the competition for grant resources that can be used to address some of its identified priorities. It also clearly reiterates that fact that Morristown has historically been the hub of activity within the region. It is to the credit of the staff who prepared the petition and the town for identifying this opportunity and making maximum use of it.

OCEAN CITY

The Construction Official (CO) provided the team with five years of reports regarding all aspects of the New Jersey Uniform Construction Code (UCC) enforcement. Included in the reports was key information necessary to effectively access the UCC operation. The reports were prepared on a routine basis and submitted to the CO's superiors. The report also included a Department of Community Affairs (DCA) staffing analysis, which is performed for municipalities at their request. The team found the compilation of the data to be an effective management tool that provided a readily accessible summary of the operation. Ocean City has one of the most complete and comprehensive purchasing manuals that the team has witnessed in any of its reviews. This manual clearly and concisely outlines the policies and procedures that are to be utilized and who is responsible for each step in the process. Other communities should review this manual and adopt the format.

OLD BRIDGE

Temporary/Part-time Employees

The township is commended for its use of temporary and part-time employees. These mechanisms help resolve misuse of personnel but, also, can be time intensive. Having temporary crossing guards or bus drivers prevents the use of police officers or cancellation of routes, both of which are costly, either in terms of service or dollars. In

addition, these individuals provide a pool of potential, proven, recruits. Part-time employees are especially useful for positions where the hours that need coverage are not the typical weekday 9:00 a.m. to 5:00 p.m. hours, such as for the library and recreation department.

Youth Counselor

Working within the juvenile section of the detective division of the police department is a civilian youth counselor. The program is open to Old Bridge residents under the age of 18. This program gives officers a third option when dealing with kids. The program has:

- Reduced the youth recidivism rate from 83% to 6 - 7% for 20 years.
- Reduced handling of cases from the seven-month backlog in the court system to 10 days.
- Worked closely with schools with 15% intervention referrals from school counselors.
- Returned \$25,000 to victims, with 10 - 15% being returned to the schools for vandalism through the restitution program.
- Intervened in drug cases much sooner than the courts can get to them. Drug-related cases are mandated to be referred to court but are referred to the youth counselor so, by the time the seven month wait for a court date is over, the child has had the benefit of counseling and
- rehabilitation as needed and has avoided additional trouble.

Latch Key Program

Through the recreation department and using Old Bridge public school facilities and the senior transportation program, before and after school care is provided to 400 students at no cost to the taxpayer and at below market cost to parents. Many communities provide before or after school programs. However, this one is exemplary because it is operated effectively at low cost.

PATERSON

Fire Division

On-duty firefighters have been trained by the manufacturer to test and repair the division's 193 Self Contained Breathing Apparatus (SCBA) units in-house and has therefore, cut the associated costs from \$400-\$800 per unit to \$150 - \$180 per unit per year. The total cost savings is estimated at about \$1,000 in the first year, \$4,000 in the second year and will be about \$6,000 thereafter. **The team commends the fire division for both identifying and implementing a cost savings measure and increasing the productivity of the line staff.**

Public/Private Partnerships

George Washington Carver Service, Inc. began operations in January 1995. The company was formed to manufacture top-quality window treatments, while providing inner-city young adults with work experience. This entrepreneurial training program is a unique public/private partnership between Hunter Douglas Window Fashions, Minority Athletes

Network, Chemical Bank of New Jersey and Paterson Restoration Corporation. The mission is to be a leading nonprofit organization that provides services to business, communities and young adults through innovation, dedication and mentoring. The company gives employees first hand experience in running a successful business and proceeds from sales are reinvested in scholarships, cross training and counseling programs. Participants are enrolled at G. W. Carver for 18 months and are required to enroll in evening continuing education courses throughout their tenure in the program. **The team congratulates all those involved in the efforts made by this public/private partnership.**

Animal Control

The Animal Control Division has been recognized by the national Humane Society and other organizations as being one of the best run animal control programs in the country. Not long ago the Today Show came to Paterson to film the operation. This division has brought some much deserved recognition to the city. One of its most successful actions was a council approved initiative to allow local pet adoption organizations to pick up healthy dogs and cats from the shelter and take them for adoption. The volunteer organizations then handle the initial inoculations and help to find homes for the animals. **The City of Paterson is commended for operating a successful animal control operation.**

PENNINGTON BOROUGH

Business Revitalization Efforts

Pennington has remarkably few, if any, vacant storefronts or businesses. This was not the case a few years ago. Indeed, finding sufficient parking for the business patrons and employees is a current issue. The revitalization of the business community is the direct result of an active volunteer committee. Hopewell has embarked on a similar project - strengthening and diversifying the retail and support services offered in the community. The starting point in both projects was a candid evaluation of the available land, buildings and businesses within the municipality as well as an assessment of what types of businesses are needed. "Need" was defined in terms of an appropriate mix of businesses as well as the community's preferences. Although at different stages in the process, both communities are excellent examples of successful renewal of a small town "Main Street."

Mix of Housing Opportunities

In Pennington, a development dedicated to housing senior citizens has become a catalyst for improving the community. This alternative permitted approximately 100 dwelling units to be built, allowing senior citizens to relocate into smaller living quarters while still remaining in their hometown. The sale of their former homes appears to have resulted in an influx of new families committed to the value of living in a small town atmosphere. The existence of attractive housing opportunities for both seniors and young families permitted Pennington to strengthen its already strong tradition of voluntarism. The

number of active volunteers in Pennington is roughly equal to 10 percent of the community's population. By itself, the library has approximately 70 active volunteers. In Hopewell Borough the Council on Affordable Housing (COAH) increased the borough's affordable housing obligation from 0 to 37 units. Many citizens and officials found this increase to be undesirable; however, the municipality prepared an aggressive fair share plan that relies heavily on the renovation of existing, eligible housing stock and the identification of accessory units. The community is also considering the approval of a limited number of dedicated senior housing units. Addressing the need for a change in the mix of housing opportunities will give both communities the opportunity retain their small town identity while at the same time providing the vitality and diversity that is needed in every town.

Contracted Police Services

Hopewell Borough contracts for all of its police services with Hopewell Township. The increase in the cost of the annual contract has been considerably less than the statewide average increase in police budgets. Based upon comments made during interviews and observations made by members of the review team, Hopewell Township is sensitive to the borough's desire to get to know and trust "their" officers. Given the relatively low cost overall, the slower rate of growth in the cost of services and the level of public satisfaction that has been maintained, the contracted police services in Hopewell Borough is recognized as a unique best practice deserving to be considered and repeated throughout the state, particularly where a small municipality is adjacent to a large municipality.

PRINCETON BOROUGH

Capital Improvements

The municipalities, with the joint sewer operating committee, have engaged in aggressive capital improvement activity for sewer reconstruction. Through the elimination of inflow and infiltration, the cost of processing sewage will be greatly reduced. The infrastructure investment projects completed through 1998 will save the taxpayers \$2,589,522 over the expected life of these assets. There are plans to continue this reconstruction.

Police Uniform Maintenance and Replacement

The negotiated arrangement for provision and maintenance of police uniforms is one of the most cost efficient and effective practices observed by LGBR to date. The officers are issued a complete set of uniforms when they are hired. Each spring, officers are asked to submit a list of uniform items that are in need of replacement. The captain then evaluates the request and acts on it. The policy for replacement is that the article needing replacement must be turned in and a replacement is ordered. When an employee leaves, all uniforms are returned and items that are serviceable are then reissued. The cost to provide the required articles of clothing in 1998 for 25 uniformed officers was \$8,884 or \$355 per uniformed officer. Nine non-uniformed officers receive an allowance of \$750.00 for a total of \$6,750 and the cost for 15 civilian uniformed employees totaled \$2,382 or \$159 per uniformed civilian.

Police Department Citizen Survey

The citizen survey enables the chief to sample the quality of work that the department has done each month. The clerks randomly select 25 cases each month that have resulted in interaction between officers and the public. A form is sent along with postage paid envelope for the response. **The borough is commended for implementing this qualitative assessment of the services provided by the police department.**

Mobile Command Post

The township, borough, and university police departments have worked together to develop a mobile command post. This is based in a used trailer that was purchased by the township. The plans called for gutting the interior and building a command post that can support command and control functions at planned events in the three jurisdictions. It can also be used to support major fires, Hazmat events, police crime scenes and searches. It will, in addition to the radio and communications capability, have areas for planning and staging emergency personnel and an onboard power supply. The projected cost will be \$30,000, which will be split equally by the three departments. A new self-propelled vehicle with this capability generally costs approximately \$70,000. **The three departments are commended for not only developing a low cost alternative but then sharing the cost three ways, saving each at least \$60,000.**

Underground Infrastructure

The municipality enforces a moratorium on digging up recently resurfaced streets. The procedure is that six to twelve months before a street is scheduled to be resurfaced, all entities involved in underground infrastructure are notified as to the intention to resurface and are encouraged to ascertain the condition of their underground structures. In most instances, underground repairs are made and the resurfacing is done. In some instances this results in a negotiated postponement of the resurfacing until underground repairs are completed.

Health Benefits

Health benefits are managed aggressively in the borough, balancing the provision of quality health benefits with the need to contain costs. The team was impressed by the expertise and approach of the borough staff, the support given by the plan administrator and the progressive plan design, which was successfully negotiated with the employee unions. The result is a plan that compares very favorably to the state plan while still providing a network, which assures that borough employees enjoy quality health care.

PRINCETOWN TOWNSHIP

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POLICE CHAPLAIN

The chief of the police department has used a volunteer police chaplain since 1993. The current chaplain began his work in September, 1997. This is a highly motivated individual who has taken on this duty, in addition to his duties as senior pastor of a church in Princeton. The initial estimate of the time required for the chaplain to devote to the department was three hours per week. The average time spent with the department in 1998 was seven to eight hours per week. The chief is commended for reaching out to the community for a valuable resource that can fill the need for this type of employee assistance program at no cost. The chaplain is commended for the valuable assistance he offers to the department. The team cannot place a value on the approximately 400 hours per year this individual gives to the men and women of the department.

RUTHERFORD

Co-Located Administrative Offices.

The administrations of the borough and the board of education are located in the same building. Not only does this make optimal use of an older school building, the congenial and cooperative attitude between agencies is readily apparent. Neither the school or the municipal review team found any indication of scheduling conflicts or any other impediment to the arrangement. Given the large capital cost associated with the construction of school offices or a new municipal hall, as well as the costs to operate and maintain facilities, it can be in the best interest of the taxpayer to co-locate these agencies. Due to the age of the public infrastructure in New Jersey, the need to address the renovation of public buildings appears to be steadily increasing. As this occurs the opportunity to reduce capital and operating costs should not be overlooked, particularly when the tax base of the school district and the municipality are essentially the same.

Joint Composting Site. The operation and maintenance of a joint composting site in conjunction with Clifton is one of several inter-local agreements in which Rutherford is a partner. The extensive amount of cooperation between agencies is a best practice in itself. In the case of the composting site one municipality provides the site while the other provides the heavy equipment and personnel needed to maintain the compost. This relatively simple arrangement minimizes the use of land which is not on the tax roll by having one site used by two municipalities. It also provides a service to two communities without incurring redundant capital and operating costs. Review teams have found that the timely disposal of leaves is one of the most difficult tasks to accomplish due to adverse weather and the need to continue delivering other operational services. The problems associated with this service will probably never be eliminated completely. In addition, review teams have found that the unit price for disposal of leaves can be quite expensive. Creating a multi-agency composting site can do much to reduce if not totally eliminate the disposal costs, reduce the work time lost to delivering collected materials to a distant site, and creating much needed mulch and topsoil for the two communities.

Request For Proposals For Banking Services.

The Borough solicited proposals from area banks prior to adopting the annual resolution designating the official depositories of the municipality. At least three comprehensive proposals were received. This process permitted the Borough to take advantage of the highly competitive banking industry on behalf of the taxpayers. It also helped to establish an objective set of business criteria upon which to base the selection of official depositories. It is frequently to the advantage of a bank to have the accounts of one or more public agencies in its portfolio. Given this, it is in the best interest of the taxpayer to insure that the selection of depositories is a conscious decision based upon competitive business principals as opposed to being just one more resolution at a lengthy reorganization meeting. While competitive bidding of banking services should be nothing more than a standard business practice, it is not common for municipalities and school districts to do this. As such, it is a unique practice that deserves to be copied throughout the state.

The Optimal Use of Computer Hardware and Software.

It is common for review teams to find desktop computers in nearly every municipal agency. Unfortunately, it has been equally common to find that the hardware and software is not being used effectively. The three most common causes of this appear to be (1) a lack of training for staff members, (2) insufficient time to make the transition to computerized work or integrate the computer into the work process, and (3) a general disdain, fear or distrust of technology and having to make a change in work routines. In general, the review team did not find this to be the case in the offices of the Borough of Rutherford. To the contrary, there appeared to be considerable initiative, particularly in the office of the municipal clerk, to optimize the use of the computer in the work place. The preponderance of clerical work done in a municipality is predicated upon the collection, recording and subsequent use of information. As a result, many of the simplest technologies are often the most effective. It is in the best interest of all municipalities to insure that the initial and any subsequent update training for hardware and software is satisfactory. It is also in their best interest to encourage and facilitate modifications to work place procedures to maximize the storage capability and utility of computerized information.

The Rutherford Junior Council.

The junior council is a mirror image of the governing body. It is composed of high school students who have an interest in municipal government. The group meets every two to three weeks to discuss a variety of issues, however they focus on issues affecting the youth of the community. The junior council are provided an opportunity to present their recommendations to the Mayor and council a regular meetings. An effective communication link with the youth of a community is an invaluable asset for every local government. In addition, providing even a small number of youth an opportunity to form their own opinions and participate in the local governmental process helps to insure that an important set of opinions are heard by the community leaders.

Professional Management

The team noted an exceptional willingness on the part of the management of the city to find ways to improve efficiencies. During the course of the review, senior management and city council had many open discussions with the team regarding issues that arose in the course of interviews and research. One example was the city council's recognition that the library board of trustees has no statutory authority to incur debt or commit the city to future payments. A second example included a disciplinary action taken against a staff member.

Library Budget

The library is to be commended for the method by which it tracks all revenues and expenditures. The library director was able to give a precise accounting of all funds received and how they were spent. The result was a budget that could be used as an effective management tool.

Trash Stickers

As discussed in the public works section of this report the city contracts with a private vendor for curbside trash collection. In order for refuse to be picked up by the hauler, it had to have a sticker affixed in a clearly visible location. It was the team's observation that the bags of trash were put on the curb with the stickers clearly affixed. In addition to serving as a true user fee, the stickers also provided an accurate way for the city to track revenues intended to cover the cost of trash collection.

Soil Conservation

Up until several years ago, the city operated its own landfill. After the facility was closed, the city contracted with a conservation group which is "working" the property so that it may one day be turned back into usable land at no cost to the municipality.

SAYREVILLE

Reuse of Equipment

When the Morgan First Aid Squad needed to replace its oldest ambulance, the squad had the vehicle manufacturer evaluate the old ambulance before purchasing a new ambulance. The manufacturer determined that it would be cost effective to do a remount of the old body onto a new chassis. The squad saved \$25,000 - \$30,000 by remounting the old body onto a new chassis. This was accomplished through cooperation with the manufacturer and leadership committed to making the best use of resources. The department of public works converted a conventional garbage truck that had been replaced by an automated truck into a heavy duty plow truck. This type of vehicle was needed by the road department but had not been purchased because of funding restrictions. This conversion was done in-house utilizing an existing salt spreading system that was previously mounted in a tandem dump truck during the snow season. This limited the use of the dump truck while it was configured this way. The conversion cost of \$3,600 for materials resulted in a vehicle that would have cost \$90,000 to purchase. There are plans to utilize

another excess chassis by purchasing several types of bodies on a roll-on, roll-off configuration.

Mulch

Wood chip mulch used by the borough around the parks and the playground areas is collected by the borough for free. Tree contractors working in the borough deposit the chips at a designated site and the borough workers turn the piles to prepare the mulch for use. The contractors are happy to dispose of the chips for free and the borough gets a product for which they would normally have to pay. The price for this product varies between 50 to 60 dollars a ton. They use about 110 tons a year. This program has saved the borough approximately \$5,500 annually.

Adopt-a-Spot

The public works department oversees an Adopt-A-Spot program. The department has identified eleven sites in the borough that need maintenance. Organizations and businesses select a site, develop it, landscape it and maintain it. The site is then identified with a sign crediting the organization. The parks division oversees the plans for the sites to ensure the site will not require significant maintenance in the event the site is abandoned. No site has been abandoned to date. The volunteers receive additional recognition through an annual contest.

DWI Enforcement

The police department traffic bureau schedules and administers the DWI overtime program. This is funded by the state surcharge money that is paid by convicted drunk drivers and returned to the department by the state through the Drunk Driving Enforcement Fund (DDEF). The traffic bureau chooses to participate with the Middlesex County Prosecutor's Office Fatal Accident Investigation Unit to stage check points within the borough. Together they target key traffic areas for enforcement and are able to field a more effective force than if the Sayreville Police Department did this alone. The department benefits by maximizing the number of officers at the checkpoint site and is reimbursed by the county at a rate of \$25 per hour per officer. This increases the productivity of that money by more than 50% since the average overtime rate would be \$39.83.

Contracted Service

The fire department contracts with the East Brunswick Fire District #1 for fire service coverage for the area of the borough west of Jernee Mill Road. The service costs the borough \$7,500 annually. The distance from the East Brunswick department to this area is 1.2 miles, the distance from Engine Co. 31 to the area is 4 miles, the distance between President Park Station and the area is 4.5 miles.

Technology

Another example of the borough's customer service orientation is seen in the borough's web site. The borough has a media advisory board of volunteers who donate their services as caretakers of the site. The web site is filled with information on current events, borough council, contacts, media advisory board, planning board, zoning,

commission for the disabled, recycling, taxes, public library, place of worship, help wanted and assorted internet links. Additionally, the borough master plan can be viewed at the web site. This provides potential residents and corporate investors with comprehensive information about the community and its future development.

Public Works

The director has instituted a complaint log that is maintained in the office and is used to generate written work orders to the respective divisions. The complaint log lists the complaint along with the address and phone number, so the foreman can contact them if more information is needed. The specific complaint and the action taken, along with the workers assigned, are also listed. This log showed 1,200 complaints in 1997. The director also requires weekly and monthly reports from the divisions to show productivity/work load and personnel actions.

Weekend Library Hours

The Sayreville Public Library is open seven days per week in the winter as the result of some very effective priority setting and creative staffing. The library was able to open for four hours on Sundays by shortening Saturday hours and staffing Sundays using a temporary agency that specializes in library staffing. Sunday staff has the same responsibilities as other staff as far as completing back office work and providing customer service. The operation's success demonstrates that many of the reservations about using temporary employees for public service may be unfounded.

Yard Waste

The borough has used a grant to give \$25.00 vouchers toward the purchase of a mulching mower or a mulching blade conversion kit. This has resulted in 260 purchases or conversions of mulching mowers.

SEA GIRT

Landlord Licensing

The first is the procedure governing nuisance behavior by tenants in homes rented for short periods during the summer season. As is common in many shore and other resort towns, the behavior of those renting a home for a week or two while on vacation conflicts with the expectations of neighbors who in many cases are permanent residents. For the most part, a complaint about a loud party or other infraction can be handled by the police informally, but occasionally problems persist. In these instances, the police can issue summons for the violation of the borough's noise ordinance. Additionally, the borough has an ordinance requiring the landlord to have a license to lease or rent a dwelling during the summer season. In cases where one dwelling is the subject of two or more complaints of the noise ordinance, and the complaints result in convictions, the landlord may after a hearing, have his license suspended or revoked. During the 1997 summer season, the borough had three properties with multiple violations of the noise ordinance, and accordingly conducted hearings. It was reported to the team that the landlords of the subject units had their licenses suspended for the first two weeks of June 1998,

preventing the leasing of the unit for those two weeks. The borough attorney reports that an appeal of one suspension was successfully defended in the Superior Court. We feel the landlord licensing regulation is a creative tool that appropriately holds the landlord responsible for repeated violations of the noise regulations. We feel that the landlord will take a much greater interest in the individuals to whom he chooses to rent. Offending tenants are not likely to find the welcome mat out in future years.

Beach Patrol

The second best practice is the operation of the beach patrol. While the operation is seasonal, the beach manager and the staff clearly have a quality operation. It was clear from our review that, even in the off season, the management staff spent significant time preparing for the coming season, and they approach their responsibilities professionally. This has resulted in the patrol achieving national certification from the National Life Saving Association. National certification has only been awarded to 100 patrols in the United States, and only five in New Jersey. The Beach Utility operation is discussed in detail in the body of this report.

SHIP BOTTOM

The governing body used competition to select legal services and saved the borough from \$30,000 to \$60,000 annually in legal costs.

The borough's water and sewer department and the department of public works do an excellent job in sharing resources that should be emulated by other boroughs.

Ship Bottom operates a Lifeguard in Training Program to train young people in lifeguard techniques and strategies. When these individuals are old enough to become lifeguards, they are better trained and easier to recruit for Ship Bottom.

The court clerks on the island share backup responsibilities for any after-hour work that may be required.

The Ship Bottom Fire Department is privately run but receives a yearly donation for mostly operating expenses. The fire company holds fundraisers to pay for its major equipment purchases, rather than using taxpayer dollars. It recently purchased a \$450,000 fire truck through these efforts.

SOMERVILLE

Active Dialogue for Shared Services

The borough has an established tradition of actively seeking creative ways to reduce the cost of government services through shared services. Numerous Somerset County communities are continually engaged in an ongoing dialogue to investigate prudent and cost effective options to share services while, at the same time, retaining their community

identity. This spirit of cooperation and willingness to explore new ideas has benefited residents through lower cost municipal services.

Shared Engineering Services with Somerset County

The borough achieves significant savings for its residents by getting engineering services from the county instead of a private consultant. The county provides engineering services requiring licensed professionals and other specialties, including drafting and surveying. Daily engineering matters, not requiring a licensed engineer, are handled by a borough employee who oversees other functions of the municipality such as facility maintenance and utilities. The team evaluated the fee schedules for county engineering services with comparable private sector counterparts and found the borough realized savings of 25-50% on the costs of services.

Shared Health Department Services

The borough provides health department services to the neighboring communities of Manville and Raritan. This arrangement reduces the need of these communities to employ duplicate supervisory staff and, subsequently, achieves cost savings through funding these services with a larger tax base. Additionally, the consolidation of health functions has enhanced strategic planning of regional health issues by combining the information flows of three communities through a single organization.

VENTNOR

The city maintains an aggressive housing and zoning inspection policy. Interviews with the director of housing and zoning inspection show that the city attempts to visit each structure, residential or commercial, on an annual basis to conduct a zoning inspection for compliance with the various sections of the municipal code concerning housing standards, electrical standards, and general overall nuisances. In 1993, the city issued 283 summonses to appear before municipal court and 3,000 violations were cited. The city maintains one separate monthly court session strictly for housing and zoning code enforcement which is a unique practice among New Jersey municipalities.

The Capital Improvement Program, when reviewed on a five year basis, provides constant attention to the infrastructure of the city. The current funds are used for the rebuilding of various roads, streets and the purchasing of necessary equipment. The bond issues, which are related to capital projects, provide for an ongoing road restoration program and maintenance of the storm water structures of the city. The city should work to improve its capital planning as it relates to the water and sewer utility.

Annual reports. Both the police chief and the fire chief prepare annual reports which are a concise review of the activities of their respective departments. They highlight the changes in the personnel, absentee rate, mileage of vehicles, a comprehensive offense and arrest report, and a synopsis of the revenues generated by both departments. There is also a narrative provided by both individuals concerning their goals and objectives for their departments. Annual reports promote accountability, provide a clear window of

operations for management, and as such, improve the accountability to the public by those individuals. Both annual reports are well organized and prepared, and the individuals should be commended for their preparation. All departments and agencies in Ventnor should be required to produce an annual report.

VOORHEES

The domestic violence taskforce, a civilian, volunteer group trained to assist the police with victim assistance after an incident, allows officers to return to the street earlier, while people who are specially trained to provide needed assistance help the victims.

In many municipalities some members of the various boards and committees do not regularly attend board meetings. This often results in important committee work being shifted to the active members and spending valuable committee or staff time being spent on updating absent members on committee activities. In addition, citizens who may have an interest in being active on a committee are not able to fill the appointment. Voorhees appears to have effectively limited its exposure to the problems of poor attendance by having established a minimum attendance policy that permits the appointee to be removed if they fail to attend three successive meetings or at least one-third of the committee meetings. We believe this serves to underscore the importance of the various boards and committees to the well being of the township and insures active governance.

The township has a long-standing commitment to professional management that has served the township well. The quality of the township operations, while often transparent to casual observers, is a direct result of effective, knowledgeable, and professional management. The team has observed municipalities that are unwilling to employ professional management. Such municipalities are very often hobbled by long-term difficulties with labor contracts, insurance claims, regulatory compliance, and personnel matters due to uninformed, short-term decision making. We were pleased to find that Voorhees has a long history of keeping political matters separate from the professional administration of the township operation.

The cooperative relationship between the township and the various youth recreation organizations is also a best practice. The township provides the ball fields, field maintenance, utilities and liability insurance. The recreation associations, in turn, provide the game preparation, such as field lining, rest rooms cleaning, and concession operation maintenance, in addition to providing sports programs for interested youth. This cooperative relationship has provided quality recreation programs and facilities in Voorhees, without the expense of the staff to prepare fields and provide programs.

WASHINGTON TOWNSHIP (GLOUCESTER)

Use of Community Service Workers

The township utilizes community service workers, prisoners and welfare workers to supplement its regular public works force in the area of litter pick up and other minor buildings and grounds beautification. In 1999, the township garnered 12,000 hours of work from this program. This equates, based upon a 2,080-hour work year, to 5.77 full-time personnel and obviates the need for the township to hire seasonal or part-time employees to perform this function. At the township's pay scale for seasonal/part-time employees (\$6.50), it would have cost the township an estimated additional \$78,000 and approximately \$6,000 in statutory payments (Medicare and Social Security) to provide this same service.

Pavement Management Program

In July of 1998, the township authorized the municipal engineer to compile a comprehensive inventory of every municipal road, assign it a grade, and recommend the appropriate action and timelines for implementation. The resulting 60-page document is called the Pavement Management Program (PMP) and is a 15-year plan for the years 1998 to 2012. Implementation of the PMP would extend the useful life of the local roadway system by performing lower cost maintenance type improvements, such as seal coating and resurfacing, at a fraction of the cost of full road re-construction. This is an excellent management tool that not only keeps costs down by extending the life of roadways but, also provides an objective road maintenance plan based on each road's condition. If the program were to be fully implemented, the township could avoid \$38.8 million over a 40- year period, or slightly less than \$1 million annually.

Energy Costs

In February of 2000, the governing body took action to participate in the Gloucester County Purchasing Cooperative for electric utility service. This transition to the County Co-op will result in a 12% decrease from the rates being charged by the current electric provider. The 1999 appropriation for electric energy was \$640,000, hence, a 12% reduction in rates will result in nearly \$77,000 in savings.

Volunteerism

There are numerous committees, boards, commissions, citizen and business groups, athletic activities, and emergency services that rely on volunteers to operate. The team found that the level of citizen participation was particularly impressive in Washington Township. While the team cannot quantify the cost savings to the township as a result of the effort put forth by these volunteers, the savings are considerable.

Computer Terminal

The team noted that there is a computer terminal on the customer service counter in the tax assessor's office. The computer is provided for public use to research property records. In the typical municipality, the staff of the assessor's office assists the public with research, which takes the staff away from their normal duties and interrupts their workflow. Assuming a timesaving of 20% for one clerk, the team calculated that the township is saving about \$6,331 in staff costs by simply having the computer and records available to the public without the need for staff intervention.

FIRE DISTRICT

Length of Service Award Program (LOSAP)

LGBR was impressed with the creation, administration and enforcement of the fire district's LOSAP point system. The point system requires each member earn at least 50 points per year from a variety of activities, in order to get credited for a year of service. A volunteer can accumulate no more than 25 points in any one category per year. Also, notable is the district competitively prices the LOSAP coverage with various financial firms and the monthly payment is currently limited to \$250, below that which is permitted by state statute. Other entities seeking to establish a LOSAP would be well served to use the Washington plan as a model.

Board of Fire Commissioner's Meeting Agenda

The timely preparation and informational format of the agenda is an important component of providing information to the public. The agenda format utilized by the Board of Fire Commissioners was an excellent example of an agenda designed for usability. The agenda, which was provided in advance of the meeting, had space and lines for the public to record attendance, votes and motions, and for attendees to take notes. In short, the agenda provided sufficient information to give a skeletal outline of the meeting and was in a format that was easy to follow.

WEST ORANGE

Curb Hunger Program

The township initiated a program to provide canned and non-perishable foods to soup kitchens and other charitable organizations. Residents put out the donated food with recyclables on their regular recycling day. The recycling contractor picks up the donated items along with the regular recyclables at no additional cost to the township. Special plastic bags are provided by the township to all residents and paid for through contributions from local businesses and organizations. The township received an award from the U.S. Conference of Mayors for this program.

Citizen Police Academy

In 1999, the West Orange Police Department implemented a program to serve the community by establishing the citizens police academy. The program is a spin-off to community-oriented policing programs and its mission is to provide accurate information about police work to the public and to dispel fears and misconceptions about police work. The township is the second Essex County community to offer such a program, as Newark completed its academy several weeks prior to the start of West Orange's academy. The program is for residents who want to gain insight into what police work is all about. Citizens participating in the academy are given an opportunity to meet those officers that protect and serve the township. Participants are taught the basics of community policing, crime reporting, patrol tactics, pursuit policies, constitutional law, the use of force, search and seizure arrests and the complexities of criminal and narcotics investigations. The academy consists of ten sessions and then a graduation. Each graduating citizen receives a certificate of participation. The local Policemen's Benevolent Association has

volunteered to pay for such items as binders, notebooks and other items necessary for the implementation of the program. The team feels this type of program is a positive tool for creating a stronger bond between the police and the citizens.

Domestic Violence Response Team

The police administration established a team of township volunteers to assist victims involved with crimes. The team, known as the Domestic Violence Response Team (DVRT), is a community outreach program for the prevention of domestic violence. This program allows this professional volunteer citizen group to assist the victims in their own homes at the time of the event. The township solicited professional volunteer personnel to aid crime victims. The police department provided background investigations, the training and the telephone pagers for this program.

In 1998, the police and the DVRT responded to 353 domestic violence calls. It is estimated the DVRT spends approximately 120 minutes on each call, counseling and helping victims. By having the DVRT handle victim counseling, police officers are allowed to concentrate on the police side of domestic violence, rather than the psychological side. Thus, the DVRT, aside from providing a valuable service to domestic violence victims, also provides a productivity enhancement to the police department. Using the average patrolman salary of \$29 per hour, the DVRT provided a productivity enhancement of 704 hours, worth \$20,474 including supervisory personnel. This program is noteworthy because it provides a productivity enhancement, as well as a community-oriented approach to assisting crime victims.

Affinity Credit Card Program

In 1997, the township entered into an agreement with United National Bank to issue a Township of West Orange affinity Visa credit card. A percentage of all purchases with the card go to the Main Street Development Corporation and the West Orange First Aid Squad. The township receives approximately \$4,000 to \$5,000 annually from this venture.

Essex County Regional Health Commission

Under a contract with the Essex County Regional Health Commission, West Orange provides pollution control services by serving as a regional environmental court for 14 member municipalities within the county. The commission, at no cost to the township, conducts all enforcement activities and the township has some administrative responsibilities. The environmental court is held twice a month as a special session of the West Orange courts. One of the West Orange judges is specially trained in environmental matters and presides over these court sessions. Revenue from fines is split evenly between the township and the commission. One half of the commission's share is distributed to the municipality in which the fine occurred. In 1997, the municipal court received more than \$77,000 in revenue from this program.

Quint Purchase

In 1997, the township's fire department purchased a "Quint" fire truck to replace one pumper and the ladder truck. The Quint is a relatively new type of fire vehicle, a

combination pumper-aerial device with 125 ft. of ladders that combines five basic firefighting functions that had previously required a separate pumper truck and a separate ladder truck. Savings from this venture were approximately \$150,000. The fire department is also considering the purchase of another Quint to replace two other apparatus.

Fire Brigades

The fire department's philosophy is a proactive approach to fire prevention. The department has established and trained fire brigades at all of the major businesses and nursing homes within the township. The department tours buildings with supervisory personnel identifying potential fire hazards and how business owners can help the fire department in an actual emergency.

Bus Advertising

The township has implemented an advertising program, which sells advertising space on its buses. The township hopes to raise \$25,000 each year.